

Addressing Health Workers Shortages: The Mediation of Organizational Commitment between Supportive Work Environments and Employee Retention in Developing Economy

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Abstract

Background: Globally healthcare sector faces significant challenges due to high turnover rates of competent healthcare professionals, particularly in low- and middle-income countries. Retaining proficient employees is critical for preserving service quality and organizational sustainability. This paper intended to explore how a supportive work environment can foster organizational commitment and employee retention in Nepal's healthcare sector, addressing a gap in research on developing economies. The paper is grounded in Social Exchange Theory and Organizational Equilibrium Theory.

Methods: A quantitative, cross-sectional research design was employed, with data collected from 457 medical employees across three major teaching hospitals in Nepal. Structural equation modeling (SEM) was used to analyze the relationships among variables.

Results: Results indicate that a supportive work environment significantly improve organizational commitment and directly influences retention. Also, organizational commitment partially mediates this relationship, confirming its critical role in retention strategies. The study highlighted that a supportive work environment boosts organizational commitment, which in turn improves retention.

Conclusion: This study concludes that importance of non-monetary incentives including workplace climate, emotional support, peer relationship and recognition in promoting long-

term commitment and retention, even though monetary rewards are still crucial. Moreover, healthcare organizations in developing nations like Nepal must understand that sustaining competent employees can be greatly aided by investing in a supportive work environment and management techniques.

Implications: Practical implications suggest that healthcare institutions should prioritize creating supportive environments through leadership development, equitable treatment, and career growth opportunities to reduce turnover. Future research could explore longitudinal effects, generational differences, and sector-specific comparisons to enhance retention strategies in resource-constrained settings.

Keywords: Employee retention, healthcare sector, Nepal, organizational commitment, supportive work environment.

Introduction

A major global issue facing the healthcare sector is the rising turnover rates of qualified healthcare professionals ([WHO, 2023](#)). The World Health Organization has projected, 10 million healthcare workers will be needed by 2030, specifically in low- and middle-income countries ([WHO, 2020](#)). In line with this, a scoping review by [Paudel \(2025\)](#) identifies a shortage of approximately 64,000 health workers in Nepal. Similarly, a qualitative study by [Jha et al. \(2025\)](#) identifies better job opportunities, higher pay scales abroad, improved working environments, and family attitudes favoring migration as key push factors driving brain drain among Nepalese healthcare workers. The study further notes that while Nepal produces an adequate number of healthcare workers, their effective utilization within the country remains minimal. Hence, retaining current employees is crucial to reducing these shortages because it directly affects the quality of patient care, organizational sustainability, and operational efficiency in the healthcare sector ([Ghani et al., 2022](#)). Employee retention is the deliberate attempt by businesses to entice employees to remain for extended periods by providing alluring benefits and incentives ([Siddiqui, 2018](#)). It entails encouraging, assisting, and involving staff members to increase their dedication until crucial company objectives are met ([Ansari & Bijalwan, 2017](#)).

[March and Simon \(1958\)](#) proposed the Organizational Equilibrium Theory, which states that when an organization offers a positive work environment, opportunities for professional growth, and competitive pay equitable with their efforts, employees are more likely to stay with the company. In line with this [Yusliza et al. \(2021\)](#) and [Haddad et al. \(2020\)](#) states that healthcare workers are retained by a number of factors, such as competitive pay, a positive work environment, work-life balance, job satisfaction, organizational commitment, and opportunities for career advancement. Other elements influencing employee retention include organizational culture, a lack of skilled labor, and the proportion of opportunities in the public and private sectors ([Deery & Jago, 2015](#)). For businesses functioning in today's intricate and fiercely competitive economy, retaining talented workers has become a global challenge ([Aguenza & Som, 2018](#)). If not controlled, high rates

of voluntary turnover can damage a company's brand and cause large financial losses; turnover costs, particularly for experienced employees, can amount to two to five times their pay ([Sija, 2022](#)).

Social Exchange Theory (SET) offers another compelling framework for comprehending employee retention by highlighting the mutually beneficial nature of employer-employee relationships. Workers are more inclined to remain with businesses that reward them with cash and intangibles for their dedication, hard work, and energy ([Kundu & Lata, 2017](#)). This relationship is built on a supportive work environment marked by security, trust, and opportunities for professional growth. According to the studies, this kind of atmosphere increases employee confidence and loyalty while lowering the likelihood that they will leave ([Ghosh & Sahney, 2011](#)). Research has repeatedly demonstrated that, in a variety of industries, employee retention, organizational commitment, and a supportive work environment are strongly correlated ([Lyu & Zhu, 2019](#); [Naz et al., 2020](#); [Yusliza et al., 2021](#)). One important element affecting employees' intentions to stay with their company is organizational commitment ([Nasyira et al., 2014](#)). Higher organizational commitment among staff members results in lower absenteeism and turnover rates because it strengthens their sense of responsibility and belonging to the company ([Golden & Veiga, 2008](#)). Nonetheless, there are contradictions in the literature as [Alias et al. \(2019\)](#) found no significant correlation between employee retention and organizational support in the ICT sector, underscoring the need for additional research to reexamine this relationship in various contexts.

A significant body of research has highlighted the importance of a supportive work environment in retaining employees; however, little is known about this relationship in the healthcare industry in developing nations. Much of the current literature concentrates on developed economies, where healthcare resources, organizational structures, and infrastructure differ significantly from those in developing countries ([Kundu & Lata, 2017](#); [Naz et al., 2020](#)). However, not many studies discuss how supportive work environments affect employee retention in these situations, primarily when organizational commitment acts as a mediator. This is an important consideration because operations and financial limitations can make organizational commitment even more important in these settings ([Yusliza et al., 2021](#)). To better understand the connection between organizational commitment, employee retention, and a supportive work environment in the developing economy's healthcare sector, this study seeks to close the current research gap in healthcare institutions in developing nations, by examining how organizational commitment functions as a mediating factor in the connection between employee retention and a supportive work environment in the healthcare industry of Nepal.

2. Literature Review and Hypothesis

2.1 Social Exchange Theory:

Social Exchange Theory is based on the concepts from economics, psychology, and sociology to analyze how people behave at an individual level ([Homans, 1958](#)). It is well-known for its depth of examination and provides a strong framework for understanding behavior in the

workplace ([Malik et al., 2011](#)). Three fundamental concepts of the theory are relationship, reciprocity, and exchange ([Coyle-Shapiro & Shore, 2007](#)). It argues that people who are more devoted to their company are more likely to have more psychological capital while the weaker intends to leave ([Zhu et al., 2022](#)). Additionally, Social Exchange Theory uses three guiding principles: specificity, reciprocity, and rationality to explain the connection between an employee and their employer ([Foa & Foa, 2012](#)). The rationality principle suggests that workers are more likely to engage with companies that provide appealing incentives and effectively fulfill their needs and objectives.

Reciprocity highlights the usual reciprocity of social interactions between employers and employees. Specificity stresses that only certain forms of reciprocity may maintain a long-term exchange connection between employees and the company ([Foa & Foa, 2012](#)). Building a strong relationship between a business and its workers motivates them to trade their time and devotion for benefits from the company ([Rhoades & Eisenberger, 2002](#)). On the other hand, people who believe that a relationship is not beneficial have a greater inclination to end this relationship ([Lai et al., 2014](#)). All the stakeholders of industrial relations can take advantage of this concept. Organizations can lower employee turnover by enhancing social dynamics and supportive environments ([Harden et al., 2018](#)). Hence, Social Exchange Theory emphasizes that creating a supportive work environment is an essential for retaining employees. This theory highlights how reciprocity, specificity, and rationality can strengthen the relationship between organization and employee and enhance employees' organizational commitment. Therefore, a key strategy for resolving retention issues in the workplace is to create a supportive work environment that is mediated by organizational commitment.

2.2 Organizational Equilibrium Theory:

The organizational equilibrium theory asserted that employees stay with a company when they believe that their contributions and the incentives offered are balanced ([March & Simon, 1958](#)). A supportive work environment, which encompasses growth possibilities, positive relations at work, and supervisor support, is an important motivator for strengthening employees' intention to stay by fostering organizational commitment ([Vanaki & Vagharseyyedin, 2009](#)). Also, a supportive work environment encourages employee retention by improving job satisfaction and lowering turnover intentions, as workers constantly compare their working conditions to their expectations ([Ghosh et al., 2013](#)). Disappointing surroundings, on the other hand, can upset this balance and cause workers to look for alternative opportunities ([Firth et al., 2004](#)). Many researchers have shown that supportive work environments have a favorable impact on employee commitment, which in turn improves employee retention since devoted employees return significant organizational support ([Kurtessis et al., 2017](#)).

2.3 Supportive work environment and Organizational Commitment

Organizational commitment is influenced by various work-related factors such as: supervisor support, colleague's relationship, promotion opportunities and supportive working conditions ([Mowday et al., 1979](#)). Supportive work environment, including interactions with colleagues, supervisors and other departments can lead to positive employee outcomes such as organizational commitment and job satisfaction ([Luthans et al., 2008](#)). Social Exchange Theory

asserts that employees who receive more support from their employer are more likely to reciprocate and feel a sense of affiliation, loyalty, and organizational commitment towards the organization ([Kurtessis et al., 2017](#)). Also, the theory of organizational equilibrium suggests that an employee is offered a good working environment in the expectation that feelings of support and care will give rise to the employee's commitment toward the organization to balance the employee and employer relationship ([Vanaki & Vaghaseyyedin, 2009](#)). Fair treatment encourages employees to remain with the company, and their view of a supportive work environment is a major motivator for commitment to the company. Employees are more likely to respond with long-term dedication and fewer plans to leave when they feel appreciated and supported ([Naz et al., 2020](#)). Accordingly, the following hypothesis can be proposed:

H1: Supportive work environment positively effects on organizational commitment.

2.4 Organizational Commitment and Employee Retention

Higher organizational commitment among employees nurtures an intense feeling of being connected to the company, which boosts their motivation to stick around and pursue company objectives ([Meyer & Allen, 1991](#)). Additionally, organizational commitment significantly improves employee retention in the East Indian manufacturing sector ([Pradhan et al., 2017](#)). Equally, [Lambert and Paoline \(2008\)](#) indicated that dissatisfied or uncommitted staff are more inclined to quit their jobs. Additionally, [Jehanzeb et al. \(2013\)](#) revealed that training for employees and organizational commitment had a significant impact on intentions to leave. However, [Umamaheshwari and Krishnan \(2016\)](#) found organizational commitment has noteworthy impact on employee retention than of training and development while exploring the effect of organizational commitment, training and development, supervisor support, and work environment on employee retention. A strong organizational commitment produces a work environment that improves employees' sense of ownership and belonging, aiding to employee happiness, devotion and productivity which lowers the turnover intention ([Golden & Veiga, 2008](#); [Hussain & Asif, 2012](#)). Additionally, [Talib and Mitra \(2017\)](#) recognized that external retention factors like pay, supervisor support, work-life balance, and career possibilities were positively related with organizational commitment while internal retention factors, like flexibility at work, a sense of belonging, and stable jobs, are still not adequately explored. Furthermore, organizational commitment was recognized as a dominant predictor of turnover intention ([Saraih et al., 2017](#)). Considering the literatures, organizational commitment is a crucial factor in employee retention. Hence, the following hypothesis can be formulated:

H2: Organizational commitment positively affects employee retention.

2.5 Supportive work environment and Employee Retention

It has been established that a supportive work environment, which includes relationships between supervisors, peer groups, organizational support, and the perceived climate of the workplace, significantly improves employee retention ([Kundu & Lata, 2017](#)). The importance of this kind of surroundings for retaining workers in the fast-food sector is further emphasized by [Naz et al. \(2020\)](#). Likewise, [Yusliza et al. \(2021\)](#) revealed that worthy peer interactions, support from management, and a satisfying working condition all contribute to a supportive work environment that significantly improves employee retention in Malaysian government

organizations. Furthermore, [Kwenin \(2013\)](#) highlighted the critical relationship between employee retention, opportunity for career development, and an encouraging work environment. These research highlighted the significant contribution of supportive work environment for encouraging employee retention in several industries. Based on these literatures, the following hypothesis can be developed:

H3: Supportive work environment positively affects employee retention.

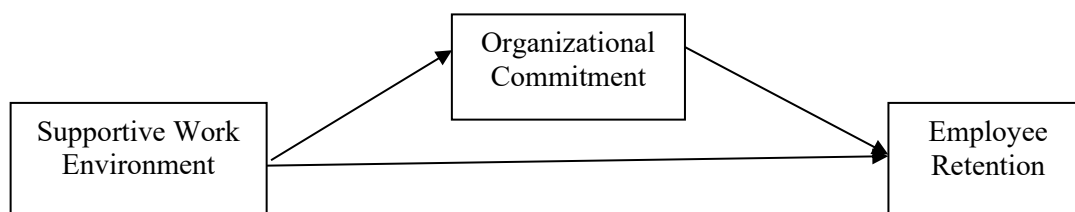
2.6 Mediation of organizational commitment between supportive work environment and employee retention.

Social Exchange Theory and the theory of organizational equilibrium asserts that perceived organizational support motivates employees to stay with their company and lessens their desire to leave, ([Zhu et al., 2022](#)). Employees who have a positive impression of their workplace environment are more likely to stick with it, while those who have a negative perception are more likely to leave ([Ghosh et al., 2013](#)). The supportive work environment boosts strong employee commitment and employees are less likely to look for other employment options when their organizational commitment is strong. On the other hand, a lack of commitment may enhance the desire to quit the company ([Firth et al., 2004](#)). Many researches have observed closely at the direct effects of a number of external factors, including organizational commitment and supportive work environment on employee retention ([Kurtessis et al., 2017](#)). However, only few studies have examined organizational commitment as a mediator in this relationship, especially in non-Asian contexts ([Juhdi et al., 2013](#)). Thus, the following could be another proposed hypothesis:

H4: Organizational commitment mediates the relationship between supportive work environment and employee retention.

The conceptual framework derived from hypothesized relationship is presented in figure 1.

Figure 1. Research Framework



Source: Kundu & Lata, (2017); Naz et al. (2020); Atif et al., (2011)

3. Research Methods

3.1 Research design

This study uses a causal research methodology and a quantitative technique to examine the relationship among employee retention, organizational commitment, and a supportive work environment. Since the data was gathered all at once, a cross-sectional methodology was used.

To determine cause-and-effect linkages between the variables, [Srivastava \(2021\)](#) described the causal-comparative research design. Effective analysis and measurement of the relationships across variables are made possible by this design. By using this method, the study offers a strong framework for comprehending these crucial workplace dynamics and offers insightful information about how organizational commitment and a supportive work environment affect employee retention.

3.2 Population and Sample Characteristics

The study's population of interest are medical employees of government owned teaching hospitals in the Kathmandu Valley. For this, three teaching hospitals were selected for the study to ensure a diverse range of work environments: National Academy of Medical Sciences (Bir Hospital), Tribhuvan University Teaching Hospital, and Patan Academy of Health Sciences. While Bir Hospital holds the distinction of being the oldest hospital in Nepal, established in 1889 AD. It represents the foundational era of Nepali medicine. With an annual outpatient volume of approximately 350,000, it is situated in the urban core of Kathmandu, where it enjoys the highest accessibility but also faces the greatest land pressure and maintains the oldest infrastructure. Tribhuvan University Teaching Hospital, established in 1982 AD, is the first university-based teaching hospital in the country. It symbolizes the expansion era of medical education in Nepal. It handles approximately 500,000 outpatients annually, TUTH is located in a northern suburb of Kathmandu, featuring a larger, purpose-built campus designed specifically for teaching hospital functions. Patan Academy of Health Sciences, established in 2008 AD, represents the community-oriented, rural-focused academy model of the modern era. With an annual outpatient volume of around 180,000, PAHS is situated in the adjacent city of Patan (Lalitpur), which maintains a separate municipal identity from Kathmandu city. Furthermore, the governance models of these three hospitals are distinct from one another, adding another critical dimension to their diversity. For this study, 457 medical employees considering standard of [Cochran \(1977\)](#) and [Hair et al. \(2016\)](#), were purposefully chosen from these hospitals. This technique allows to gather an in-depth information from well-informed respondents when entire population is hard to reach.

3.3 Instruments/ Measurements

Employees at the chosen hospitals were given a questionnaire on a five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." Three subscales were used to measure the supportive work environment: peer group interactions, supervisory connections, and the workplace climate. These subscales were measured applying nine statements that were developed from research by [Teo et al. \(2020\)](#) and [Kundu and Lata \(2017\)](#). For e.g. "My supervisor cares about my opinion and ideas". Six statements from [Teo et al. \(2020\)](#) and [Murray and Holmes \(2021\)](#) were used for measuring organizational commitment. For e.g. "I feel a strong sense of belonging to my organization". Six statements that were customized from [Murray and Holmes \(2021\)](#) and [Kundu and Lata \(2017\)](#) were used to assess employee retention. For e.g. "I love working for this organization".

3.4 Data Collection and Analysis Procedures

Respondents received the questionnaire through personal visits to the hospitals and via online medium after obtaining their contact details from the hospital authorities. The collected responses were self-administered. More than 500 questionnaires were distributed, while 457 returned questionnaire (response rate of 91.4%) were found valid for further analysis. Microsoft Excel and SPSS Version 23 were used to process the gathered data. Structural equation modeling, correlation analysis, and descriptive statistics were used to analyze the data. These analytical techniques made it possible to fully comprehend the associations between the variables and offered insightful information about the purpose of the study.

4. Findings

Table 1

Demographics of survey respondents

	Demographics	Frequency	Percentage
Gender	Female	278	60.8
	Male	179	39.2
Academic Qualification	Bachelor level	204	44.6
	Master level	195	42.7
	Above Master level	58	12.7
Employee Categories	Doctor	112	24.5
	Nurses	125	27.3
	Pathology staffs	122	26.7
	Other supportive medical staffs	98	21.5
Total		457	100

Source: Based on Authors' Survey

The 457 respondents' demographic information is shown in table 1. Women comprise 60.8% while men hold 39.2% of the study sample. In terms of academic background, a major portion (87.2%) of respondents represented by bachelor's and master's degrees together. An inclusive type of employee is represented in the study, and their representation is identical. The respondents' equal representation throughout several employment types indicated that they were actively participating, which is crucial for a thorough understanding of different occupational setting. Because of this diversity, the survey results are expected to represent a range of viewpoints found in the workplace.

Table 2

Reliability Analysis

Variables	Cronbach's Alpha	Total No. of Items	Retained Items	Items deleted
Supportive Work Environment	0.89	9	6	3
Organizational Commitment	0.71	7	5	2
Employee Retention	0.87	7	5	2

The Cronbach's Alpha value for 23 statements referring to employee retention, organizational commitment, and a supportive work environment is displayed in table 2. All of the constructs

have alpha values higher than 0.7. According to [Nunnally and Bernstein \(1993\)](#), it shows that every item associated with the construct is appropriate and trustworthy.

4.2 Reliability and validity analysis

Table 3

Factor loadings and descriptive statistical analysis

Constructs	Mean	Standard Deviation	Indicators	Loadings
Supportive Work Environment	4.04	0.53	SWE1	0.82
			SWE2	0.84
			SWE3	0.80
			SWE4	0.75
			SWE5	0.82
			SWE6	0.82
Organizational Commitment	3.77	0.72	OC1	0.84
			OC2	0.80
			OC4	0.69
			OC5	0.86
			OC6	0.84
			OC7	0.50
Employee Retention	4.08	0.81	ER1	0.80
			ER2	0.81
			ER3	0.76
			ER4	0.77
			ER5	0.73

Note: M=Mean, SD=Standard Deviation

The results indicate that the supportive work environment in Nepalese hospitals is relatively strong as indicated by the summarized mean ($M = 4.04$) and standard deviation ($SD = 0.53$). Similarly, participants' organizational commitment was found to be moderate overall, with a summated mean ($M = 3.77$) and standard deviation ($SD = 0.72$). The factor loadings of each item were evaluated for factor analysis. Seven items were eliminated with low factor loadings (< 0.50), two from organizational commitment (OC3, OC7), two from employee retention (ER6, ER7), and three from the supportive work environment construct (SWE7, SWE8, SWE9). These items were likely removed due to cultural variation. Originating from a Western context, they showed weak alignment with how employees in Nepalese teaching hospitals understand the relevant concepts. Sixteen items were kept for further analysis considering their factor loadings were greater than 0.50 ([Hair et al., 2010](#)).

Table 4

Convergent and Discriminant Validity

Constructs	CR	AVE	MSV	Supportive Work Environment	Organizational Commitment	Employee Retention
Supportive Work Environment	0.823	0.576	0.45	0.759		
Organizational Commitment	0.774	0.520	0.33	0.212	0.721	
Employee Retention	0.805	0.549	0.43	0.207	0.250	0.741

Note: CR= Composite Reliability, AVE=Average Variance Extracted, MSV=Maximum Shared Variance.

The CR scores of 0.823, 0.774, and 0.805 are above the suggested cutoff of 0.7, indicating good internal consistency. Also, the CR values are higher than the corresponding AVE values, which is evidence of the convergent validity of constructs employed in this study ([Fornell & Larcker, 1981](#); [Hair et al., 2016](#)). Further, every construct's MSV score is less than its corresponding AVE score. Additionally, three constructs' square roots of the AVE (bold values: 0.759, 0.721, and 0.741) exceeded their corresponding correlation coefficients to establish discriminant validity ([Fornell & Larcker, 1981](#)). Although the Organizational Commitment AVE (0.520) is within the permissible range of 0.50, its marginal value shows that measurement error accounts for over half of the variance in the construct. This problem is probably caused by a conceptual mismatch: the scale was taken from Western contexts, but Nepalese teaching hospital staff may understand commitment differently. As a result, conclusions about organizational commitment should be interpreted with caution. To improve variance explained, culturally appropriate items should be used in future research.

4.3 Analysis of structural model

Table 5

Model Fit Indicators

Fit indices	CIMIN/DF	GFI	IFI	TLI	CFI	RMR	RMSEA
Observed Value	2.934	0.940	0.927	0.912	0.926	0.042	0.066

Note: CIMIN/DF=Chi-square/Degrees of Freedom, GFI=Goodness-of-Fit Index, IFI=Incremental Fit Index, TLI=Tucker-Lewis Index, CFI=Comparative Fit Index, RMR=Root Mean Square Residual, RMSEA=Root Mean Square Error of Approximation

A structural equation model constructed with AMOS was used to examine the relationship between the constructs. The observed value of CIMIN/DF is 2.934 meets that recommended criterion of below 3.0 ([Hair et al., 2010](#)). Similarly, the values of GFI=0.940, IFI=0.927, TLI=0.912 and CFI=0.926 are under acceptable range of >0.90 ([Hair et al., 2010](#); [Bentler, 1990](#)). Also, RMR=0.042 and RMSEA= 0.066 falls within threshold value of <0.08 ([Hair et al., 2010](#); [Hu & Bentler, 1998](#)). The model shows a good fit as all the model fit indices meet the threshold values. Thus, it indicates the projected model and observed data fit each other perfectly.

Table 6

Test of Hypothesis

Hypotheses	Standardized Beta (β)	P values	Decisions
Direct Effects			
1. SWE ---> OC	0.894	0.000	Supported
2. OC ---> ER	0.532	0.000	Supported
3. SWE ---> ER	0.373	0.000	Supported

Note: SWE=Supportive Work Environment, OC=Organizational Commitment, ER=Employee Retention

The relationship among SWE, OC, and ER are illustrated in Table 6, which also highlights the significance and strength of every direct effect. The result shows that SWE has a very strong and direct positive effect on OC ($\beta = 0.894$), indicating that organizational commitment is significantly increased by improvements in the supportive work environment. The statistical significance of the association is confirmed by the p-value of 0.000. Therefore, H1 is acceptable. The findings show a relatively strong and direct positive effect of OC on ER. The beta value 0.532 indicating that greater organizational commitment plays a major role in employee retention. This association is well-supported statistically by the p-value. Thus, H2 is acceptable. Although SWE has a smaller direct impact on ER than it does on OC ($\beta = 0.373$), it is still statistically significant ($p = 0.000$). This suggests that fostering to the supportive workplace have a significant, if not as noticeable, effect on staff retention. As a result, H3 is also accepted.

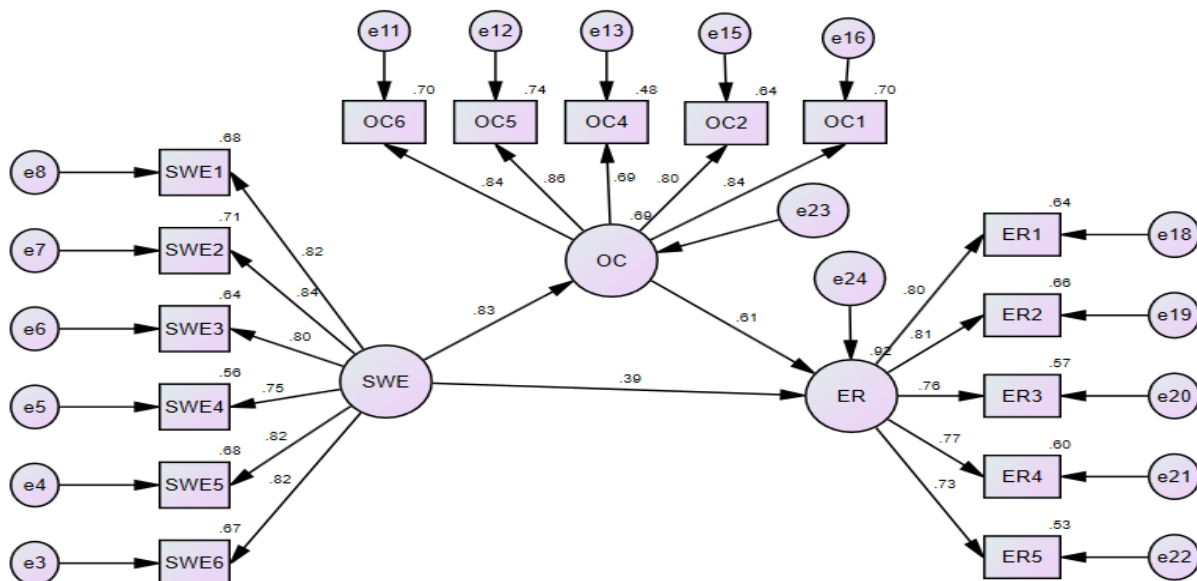
Table 7

Mediation Analysis Summary

Association	Direct Effect	Indirect Effect	Confidence Interval		P-Value	Conclusion
			LL	UL		
SWE ---> OC---> ER	0.373 (0.000)	0.476	0.335	0.627	0.000	Partial Mediation

Note: SWE=Supportive Work Environment, OC=Organizational Commitment, ER=Employee Retention, LL=Lower Limit, UL=Upper Limit

The hypothesis that OC mediates the relationship between SWE and ER is supported by the results of table 7. SWE affects ER both directly and indirectly through OC, as evidenced by the existence of both significant direct ($\beta=3.73$, $P=0.000$) and indirect effects ($\beta=476$, $P=0.000$, $LL=0.327$, $UL=0.627$), which supports partial mediation. Partial mediation, however, it implies that although OC is a significant mediator, other elements like leadership support, job satisfaction, or other workplace dynamic, etc. may also play a role in this relationship. Consistent confidence interval ranges and the statistical significance of both effects highlight the mediation model's strength.

Figure 2 *Result of Structural Model*

5. Discussion and Conclusion

Employee retention is a crucial factor influencing the success of organizations, particularly in the global healthcare industry. The study explored the impact of organizational commitment and a supportive work environment on employee retention in the healthcare sector. Focusing on Nepal, the paper aimed to fill the existing knowledge gap in healthcare institutions in developing countries by examining the role that organizational commitment plays as a mediating factor between employee retention and a supportive work environment. The findings provide strong evidence for the idea that organizational commitment and a supportive work environment significantly improve employee retention.

The study found that supportive work environment positively affects organizational commitment. The results are consistent with [Luthans et al. \(2008\)](#), who found that improved organizational commitment is a result of positive support and encouragement from superiors and coworkers. This finding is further supported by Social Exchange Theory, which holds that employees who receive support from their employers are more committed and loyal ([Kurtessis et al., 2017](#)). Additionally, assisting staff members both inside and outside the company fosters a sense of belonging and increases staff involvement ([AbuAlRub et al., 2016](#); [Naz et al., 2020](#)). This suggests that fair treatment, a positive working environment with coworkers and superiors, and morale support all crucial elements for organizational commitment.

The study demonstrates that organizational commitment has a favorable impact on staff retention. Supporting this, [Biaison \(2020\)](#) and [Harden et al. \(2018\)](#) claim that job satisfaction and organizational commitment are important factors that affect employee retention. These findings suggest that employees are more likely to stick around if they feel emotionally and physically at ease in their workplace. Similarly, [Umamaheswari and Krishnan \(2016\)](#) and [Naz](#)

[et al. \(2020\)](#) support this idea that workers who are more committed to their companies are more likely to stick around and employees who are not committed are also more likely to look for work elsewhere. This underscores the necessity for businesses to invest in employee commitment-boosting tactics in order to increase retention, especially in high-turnover industries like Nepalese healthcare. It implies that non-monetary elements like acknowledgment, equitable treatment, moral support, and emotional health are essential for enhancing employee loyalty. This is especially important in places with limited resources, like Nepal, where there might not be as many financial incentives.

The results reveal how important a supportive workplace is for keeping staff on board. Results show that enhanced workplace conditions result in higher employee retention. This is supported by study by [Kundu and Lata \(2017\)](#), which shows that strong peer relationships, favorable supervisory relationships, and perceived organizational support all have a positive impact on retention. Further evidence that a healthy workplace increases employees' propensity to stay comes from [Ramlall \(2003\)](#). Participants' qualitative responses also point to important elements that support employee retention, including praise for extra effort, positive criticism, incentives, equitable treatment, and inclusive working relationships.

The SEM analysis revealed that organizational commitment partially mediates relationship between supportive work environment and employee retention. In line with this, [Ghosh et al. \(2013\)](#) and [Naz et al. \(2020\)](#) discovered that a supportive workplace increases organizational commitment, which lowers the intention to leave. Likewise, study by [Yusliza et al. \(2021\)](#) and [Zhang et al. \(2021\)](#) showed that workers who felt that their employers supported them were more dedicated and less likely to get terminated. Furthermore, [Boamah et al. \(2016\)](#) demonstrated that more organizational commitment resulted from empowered work cultures, which enhanced the retention of nursing practitioners. This emphasized that organizational commitment has a major impact on the relationship between employee retention and a supportive work environment. Companies that want to increase employee retention can cultivate dedication by establishing a supportive, acknowledging, and career-development culture. In the highly competitive healthcare industry, increasing organizational commitment can be a key strategy for improving retention.

This study concludes by highlighting the importance of non-monetary incentives including work culture, emotional support, and recognition in promoting long-term commitment and retention, even though monetary rewards are still crucial. Healthcare organizations in developing nations like Nepal must understand that sustaining competent employees can be greatly aided by investing in a supportive work environment and management techniques. Incorporating these findings can help Nepalese healthcare organizations and other businesses develop a more devoted and resilient workforce, which will eventually improve service delivery and organizational performance.

7. Implications

The study adds on present concepts of commitment and retention while offering researchers, leaders, and healthcare organizations practical solutions. In emerging healthcare systems, addressing workplace issues with equitable compensation, career advancement, and leadership

support can boost employee commitment and eventually lower turnover rates. The study supports the Social Exchange Theory, which holds that workers are more devoted and loyal when they have a good work experience. Perceived organizational support is essential for promoting commitment and lowering turnover in developing nations like Nepal, where healthcare personnel frequently face low pay and unfavorable working circumstances. The report emphasizes how crucial it is to create a pleasant atmosphere at work where staff members are treated with respect and feel encouraged. The study provides Human Resource (HR) managers with useful information by outlining tactics to improve staff satisfaction and, in turn, retention, especially in the medical industry. Organizations must promote workplace support through mentorship programs, leadership development, and effective communication in order to increase affective commitment and improve staff retention in the healthcare industry. Enhancing scheduling, career development possibilities, and working environment can boost employees' commitment to staying on the job. Employee engagement and job satisfaction can be further increased by addressing salary delays, providing financial incentives, and rewarding staff members with non-monetary benefits. In order to stabilize the workforce, policies that are intended to enhance the working environment and encourage commitment might be quite important. Investing in hospital workforce planning, infrastructure, and equitable governance practices can improve employee retention. Finally, the study suggests that a higher level of employee commitment leads to greater retention, reinforcing the idea that fostering supportive work environment is powerful strategy leading to employee commitment for reducing turnover and enhancing overall performance.

8. Limitation and Direction for future research

The cross-sectional design of the study collects data at a specific point in time. This method restricts the capacity to identify causal linkages by preventing the evaluation of changes in variables over time. The reliance on single-source, self-report data raises the potential for common method bias, which may either inflate or obscure observed relationships between variables. Accordingly, future studies are encouraged to employ multi-source data to enhance methodological rigor and validity. Additionally, only three predictors of a supportive work environment are taken into account in the study, and the three organizational commitment components are not examined independently to see how each one affects the dependent variable. Likewise, because this study was limited to a single nation and healthcare industry, its conclusions might not apply to other settings. Future studies could use a case study or longitudinal design to overcome these constraints and better understand staff retention in the healthcare industry. The suggested approach would be more broadly applicable if the study was extended outside of the Nepalese environment. Future studies might also look into other elements of a friendly workplace, like flexible scheduling and work-life balance. Also, a more thorough analysis might be obtained by including mediating elements like transformative leadership and organizational involvement. Researchers and academics can look more closely at how healthcare personnel in developing nations differ in terms of dedication and retention by generation. Furthermore, researching how leadership philosophies affect workplace support

may provide insightful information. Finding effective practices that increase retention can be aided by comparing the public and private healthcare sectors.

Ethical Compliance

This study followed to all established ethical standards of research. The written informed consent was obtained from every respondent prior to participation. Each individual received detailed information about the study's purpose and their voluntary participation rights. Participants were explicitly assured that they could withdraw at any time without any consequences to their employment status. All responses were kept strictly anonymous and confidential, and no identifying information was collected or reported. Also, the authors have no any conflict of interest to this article and no any funding received for this study.

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Appendix

Items Deleted During Reliability Analysis:

For supportive work environment:

SWE7. My company management is open, supportive, and considerate.

SWE8. My supervisor strongly considers my goals and values.

SWE9. Employees of different work group of my company closely work together in given time frame.

For organizational commitment:

OC3. I feel that I have too few options to consider leaving this organization.

OC7. Even if it were to my advantage, I do not feel it would be right to leave my organization now.

For employee retention:

ER6. If I received an attractive job offer from another organization, I would take the job.

ER7. For me, this organization is the best of all possible organization to work for.